



United States Department of the Interior
Bureau of Land Management
California State Office

September 1993

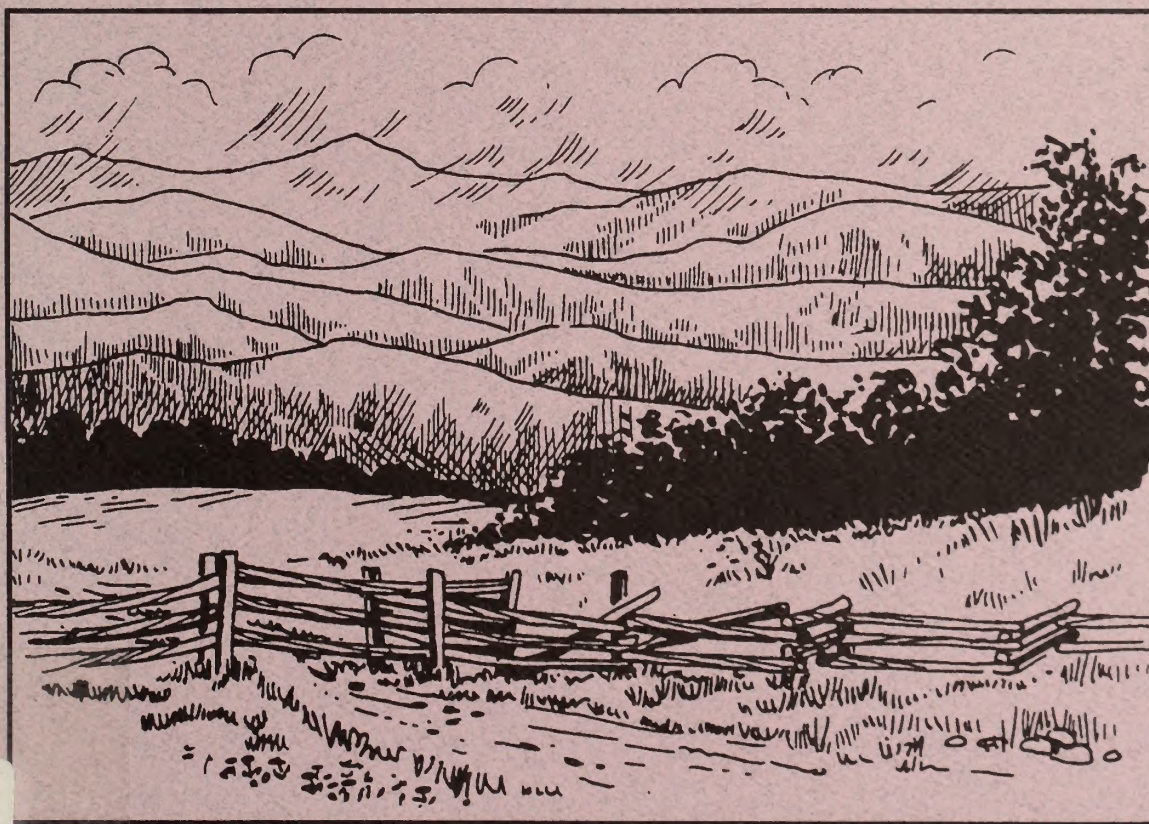
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California Public Lands

Directions for the 90's



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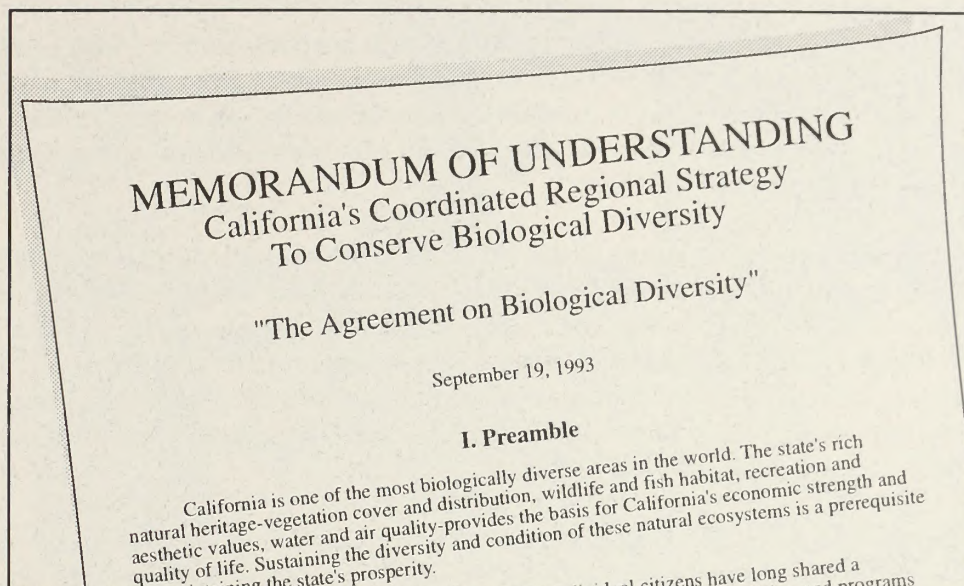


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Prologue

California is a unique environment, comprising not only the greatest variety of geology, land forms and biologic habitats in the nation, but also the largest, fastest growing and most diverse collection of people, cultures, economic and social groupings to be found anywhere. This rich diversity of both natural and cultural resources creates continual conflict between use and protection, between production and preservation, and even between using one resource and using another resource, or between protecting one resource and protecting another resource.

The Bureau of Land Management (BLM) has a special place in meeting these often conflicting demands - one of providing for the nation's land use needs while preserving fragile resources for the greatest benefit of all potential users, including those who will come in future generations. The BLM cannot face natural resource challenges alone. Cooperative relationships with other federal and state agencies and local governments serve as dramatic reminders that ideas must be shared and coordinated approaches undertaken. California's Coordinated Regional Strategy to Conserve Biological Diversity (Memorandum of Understanding) makes a striking statement that all levels of government can work together to provide for natural resource management through an ecological approach. This strategy was signed by 17 federal and state agencies, along with a Statement of Intent to support the Agreement signed by all the California Regional Associations of County Supervisors and the two Southern Associations of Governments (SCAG and SANDAG).

California's deserts, valleys, meadows, forests, waterways, and coastlines serve as home to an enormous quantity and variety of fragile plant and animal species, including an estimated 5,200 native plant species - more than the entire remainder of the United States and Canada, combined - of which one-third are found only in California and 748 vertebrate species (excluding saltwater fish), of which 9 percent of the mammals, 29 percent of the amphibians, and 38 percent of the fish are found nowhere else in the world. California also contains the most accessible collection of wilderness landscapes in the country. The eyes of the nation are often focused on these unique resources for aesthetic, recreational and other public needs, which draw extensive visitors into our state.

California also contains high mineral values, including several of strategic importance to the nation. The congressionally designated California Desert Conservation Area is one of the most highly

mineralized areas in the United States. California currently leads the nation in the production of non-fuel minerals, leads the world in production of electrical power from geothermal generation, and ranks second in the United States in production of gold and fourth in production of oil. These industries meet local, regional and national demands for raw materials and energy, and create numerous jobs for California's population.

Rich in geologic and biological diversity, California is also undergoing other significant changes. Our population has grown nearly 50 percent (a gain of 7.8 million) from 1960-1980, and nearly another one third (over 6 million) in the last decade alone, one of the largest population gains ever recorded in the United States. According to the California Department of Finance, California's current population, estimated at 30.7 million, will increase by 30 percent by 2005, roughly triple the national growth rate. In addition, there is an increasing diversity of races and cultures, each bringing its own needs and priorities into focus.

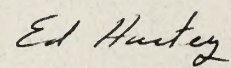
As California's population continues to change and expand, urban development and agricultural needs, as well as national economic and strategic demands, are creating unprecedented demands for use of public lands - socially, economically and recreationally.

It is the mission of the BLM to balance these needs and to administer more than 18 million acres of public lands and resources in California and Nevada, and the public's interest in, and access to them, in such a fashion as to identify and respond to these demands. This mission has been provided for, in part, through a vast series of public land laws, many designed only for specific needs and not written with a comprehensive purpose.

Recognizing that responsible management of the public lands in California requires consistently moving toward comprehensive and understandable goals, I have directed the creation of this statement, which defines the BLM's direction in California through this decade, and serves as a guidepost for our actions as we move into the next century. In assessing the vision which has been set for this agency in managing the public lands in California, many issues of special concern have and will continue to arise, to which I will focus special efforts and actions. I see our management role for the remainder of this decade as one of balancing the major areas of public and resource needs, and being innovative in implementing initiatives and legislation to meet those needs.

This document has been developed to address concerns across several broad categories. These categories are related as critical "themes," which I see as **Community Stability, Ecosystem Management, Resource Use and Development, Public Service, National Heritage, Visitor Use, and Human Resources**. The material which follows is designed to more clearly define and detail what is meant in referring to each of these areas of special concern, and contains particular emphasis which will take place in the 1990s. I hope you will find it insightful and responsive to a broad spectrum of your concerns for the continuing availability of the public lands and resources in California.

You will notice that many of our goals call for greater involvement by the public in developing and implementing decisions and actions. That involvement is essential to our success in meeting the goals which have been set, and I encourage your participation.


Ed Hastey, State Director



Community Stability

BLM in its role as a manager of the public lands and their resources is aware of its responsibility to assure that management is conducted in accordance with existing mandates, statutes and laws as developed by Congress and the Administration. Central to this responsibility is an obligation as a public land resource manager to be sensitive to the communities that lie adjacent to the public lands or are directly affected by our resource management decisions.

Since the BLM came into existence some 47 years ago, the nation and the organization has changed immeasurably. The BLM's principal charter, the Federal Land Policy and Management Act of 1976 (FLPMA) and its multiple use mandate go hand-in-hand with the position of the organization and its evolving role with its neighbors. Today more than ever, the Bureau is entering into partnership agreements for the management of the public lands and their resources. As the populations of local communities continue to grow and their boundaries expand, the interface between them the public land continues to grow in importance.

Over the years, many rural communities have evolved into a relationship of economic depen-

dency upon public land resources and the role these resources play in providing a livelihood for the citizens of an area. The passage of the Endangered Species Act and the Agency's mandate to assure protection and recovery of many sensitive and threatened plant and animal species, has brought dramatic impacts to traditional commodity extraction and the public land availability relationship between communities and the BLM.

As the BLM moves forward into the 21st century, it must be aware of the complexities and increased level of sophistication and subtleties that are coming to bear upon its management of the public lands as a consequence of increases in population, changes in cultural diversity and ethnic makeup of the public land user. We must be aware of how these changes will or may affect the traditional user and the local community.

Management Direction

It is incumbent upon the BLM to be progressive and forward thinking in its management of the public lands and their resources. Additionally, while we are fulfilling our national mandate and meeting the change in demand on the public

lands, we must also include as an equal partner the local citizens most directly affected by our management actions. Part of this charge is to work with those affected publics to explore additional opportunities for enhancement of local economies.

Promote economic diversity and enhancement: There are a myriad of possibilities aside from the more traditional uses. Examples may include increased emphasis on local contracting for restoration projects on the public lands, development of additional recreational and tourism opportunities, extraction of special forest/public land products (vegetative and mineral), research for future resource restoration, and enhanced commodity use and development possibilities. The BLM's actual percentage contribution from a larger picture perspective in many cases may be small, but it is incumbent upon the agency to be a proactive neighbor and seek to provide all

appropriate opportunities that contribute to the enhancement of local economies.

Work with the BLM's publics: It is the BLM's responsibility to work with local governmental and civic leaders, chambers of commerce, state and federal legislators, other agencies and special task groups to achieve this objective. As we proceed with the development of local partnerships, we must consider the effect global economic initiatives may have on local actions and explore new technologies for local economy and resource management enhancement.

With these thoughts in mind, the BLM will continue to lay a foundation in California for the future of enhanced resource management of the public lands through partnerships, so that we and our neighbors can jointly meet our obligation to the BLM's national mandates while addressing the need for local economy enhancement.



Ecosystem Management

California is one of the most biologically diverse places on the earth. Ranging from desert valleys to redwood forests to coastal beaches to alpine meadows, California has a remarkable diverse assortment of native plants and animals. Home to 748 vertebrate species, excluding saltwater fish, the State contains numerous rare species. Nine percent of the mammals, 29 percent of the amphibians, and 38 percent of the fish found in California live nowhere else in the world. The Nature Conservancy estimates that California contains 5,200 native plant species - more than the rest of the United States and Canada combined - and one third of these plants grow only in California. This diversity is well represented in the more than 18 million acres of land administered by the BLM in California and Nevada and the habitat for hundreds of species of fish, wildlife, and special status plants managed by the Bureau.

As the number of California residents has grown, urban development and agriculture has rapidly overtaken natural habitat which supports California's plant and animal species. According to a 1989 California Department of

Fish and Game report on the status of California's endangered species, residential, industrial, commercial, and other urban development have contributed to the decline of 40 state-listed animals in the past three decades. Left unchecked, this decline will accelerate eventually undermining both the beauty of California and its ability to support the millions of people who live here.

Clearly, balancing the tremendous demands of California's burgeoning population with the State's biologic needs is one of the greatest challenges facing the BLM and other resource agencies today.

Management Direction

The BLM is adopting a fundamentally new approach to federal land management. The new approach is designed to sustain the integrity, diversity, and productivity of ecological systems while continuing to provide resource products, uses, values, and services for present and future needs. **Ecosystem management** is the embodiment of the BLM's new "ecologic approach" to natural resource management.

In California, the BLM has taken dramatic steps to effectively incorporate the fundamental principles of ecosystem management in its care of the lands in California. In September 1991, the Bureau and nine other federal and state agencies signed a Memorandum of Understanding (MOU) on California's Coordinated Regional Strategy to Conserve Biological Diversity. The MOU is an important step toward conserving California's rich, biological diversity and improving the vitality and stability of local economies. This agreement has been expanded to include other state and federal agencies and all counties through their regional associations.

Implement the biodiversity agreement: The BLM will continue to place a priority on implementing the Biodiversity MOU and the management of ecosystems to conserve and enhance biological diversity. The Agency will continue the development of plans addressing whole ecosystems, including multiple species and habitats, across all jurisdictions using the principles of Coordinated Resource Management Planning.

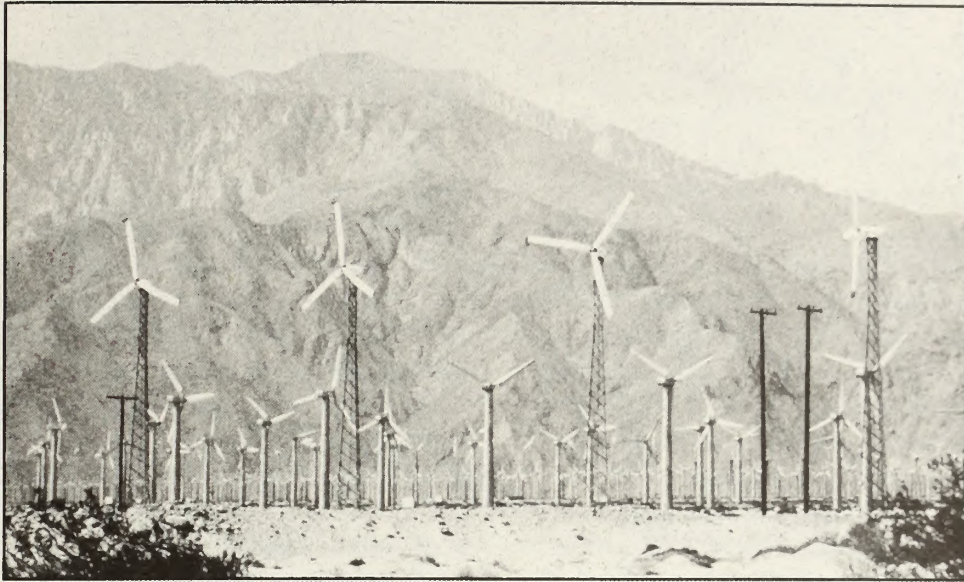
Develop new partnerships: A more aggressive effort will be made to forge new partnerships with affected or interested parties and actively involve them in the Bureau's Coordinated Management Planning (CMP) process. This process will continue to be the focus of the Bureau's efforts to protect and enhance biological diversity and community stability. It is the Bureau's intent to have a minimum of one such effort underway in each of its four district offices in 1993.

Support ongoing planning efforts: Efforts in which the Bureau is already actively involved, such as the West Mojave Coordinated Management Plan, the East Lassen Management Plan, the Klamath Bioregion Project, and the San Joaquin Valley Regional Ecosystem Planning effort will continue to receive a high priority and the support necessary to successfully develop and implement them.

Develop and share better data bases: The Bureau will devote its resources to participating in the ongoing efforts of other federal, state, and local agencies and will seek to develop compatible data bases, share information, and coordinate planning and analysis.

Educate people inside and outside the Bureau: In addition to forging new partnerships, the Bureau will devote its attention to integrating the principles of the Coordinated Strategy to Conserve Biological Diversity into all aspects of public land management. BLM workshops will be focused to emphasize joint resource sponsorship and to include ecosystem management principles. Workshops will enable employees and other publics to better understand and share in the implementation of ecosystem management.

Promote/Continue to use existing programs: The Bureau is already involved in many programs which seek to protect and enhance some aspect of biological diversity. These programs include "Wildlife" and "Recreation 2000," "Forests-Our Growing Legacy," "Riparian-Wetland," and "Rangeland Reform '94" and will continue to be utilized to promote the conservation and enhancement of biological diversity.



Resource Use and Development

BLM is committed to public service and the economic growth of our nation, through the processing of permits and authorizations for use and development of the public lands. This commitment is based on a variety of public land laws which regulate the consumption of natural resources for such uses as grazing, rights-of-way, communication sites, movie making, recreation and public events, land and mineral patents, forest product sales, and energy and mineral leases.

Procedures to implement the public land laws have been reshaped by recent laws, such as the Federal Land Policy and Management Act, the Endangered Species Act, and the National Environmental Policy Act, which require environmental documentation and enhancement of renewable resources. New laws governing hazardous materials and wastes are also setting standards for the BLM's processing and issuing of permits and authorizations. This has resulted in a need to shift priorities and dedicate more time to process public demand use applications.

The BLM's Integrated Resource Management planning goals emphasize biodiversity and form a system in which use authorizations and permits must be compatible with environmental enhancement. The BLM recognizes community growth needs, both economic and space development, can be partially met by resource use on public lands.

Management Direction

The BLM will continue to encourage partnerships with governments, local communities, companies, and the individuals who use the public lands. These partnerships may take the form of shared expenses in meeting the environmental requirements of permit processing, as well as impact mitigation, site reclamation, and project clean-up.

Share responsibilities among governments and communities: Permit applicants for public land uses can expect to bear more of the costs for processing applications, with the incentive that fewer delays will occur in processing the appli-

cation. Plans to reclaim disturbed surfaces will be required in each permit application, and the BLM will place more responsibility on public land users to provide environmentally sound project implementation and clean-up.

Define priorities: The BLM's response to the public for resource use or consumption will be weighed against other important internally-generated BLM initiatives that need to be completed to accomplish its mission. With the additional emphasis on energy conservation, BLM will process energy related permits as a top priority. A priority will also be placed on the elimination of existing hazardous waste and safety hazards on public lands.

Manage growth for the environment: Continued demand for public land and resource uses

will be balanced with biodiversity/ecosystem based management and overall environmental enhancement.

Use of advanced technology: Utilizing a Land Information System (LIS), the BLM will provide modernized, efficient access and use of the public land records through automation. This will include direct access to records by city, county, and state planners. The system will speed up permit processing and authorizations, resulting in better public service. Similarly, the BLM will place a high priority on the use of public lands for technological advancement in such areas as rights-of-way for communications sites, alternative energy source locations, co-generation facilities, and more efficient use of existing resources like enhanced oil recovery programs.



Public Service

As the BLM carries its resource conservation mission into the 1990s, top quality, customer-focused public service will continue to be a vital theme upon which all of our programs are based. The BLM is entrusted with the stewardship of more than 18 million acres of public lands in California and Nevada, and is determined that the owners of this land - the public - deserve nothing less than uncompromising quality in the way they are served.

Management Direction

Key among the BLM's responsibilities in the delivery of that service is conservation of natural resources. Agency resource specialists will manage resources with the needs of entire ecosystems as their primary consideration. Environmental sensitivity will continue to be a significant factor in the use of the State's renewable and non-renewable resources. This use will be balanced against the need to protect resources for the enjoyment of America's current and future generations.

Protect public resources: BLM law enforcement will continue its tradition of public service and

resource protection by providing the public with important information about use and protection of the public lands. Law enforcement officials will also maintain their vigilance in keeping the public lands safe by eliminating dangerous and illegal uses. BLM firefighting forces will continue to make use of state-of-the-art technology to protect public lands and resources from wildfire. As more Californians make their homes near the wildlands, fire prevention efforts will educate the public in the best methods of protecting their property and the public lands from devastating fires. Protection of this "urban interface" will be among the primary challenges facing the BLM fire prevention program in the 1990s. The Bureau will also be active in keeping the public lands free of hazardous material, and in educating the public about the proper disposal of household refuse and toxic materials.

Preserve the nation's cultural heritage: The Bureau's cultural resource program will continue to emphasize protection of archaeological and historical resources and the development of interpretive programs to explain to the public the value of these irreplaceable resources.

Provide responsible recreational use: BLM public lands will offer Californians of the 1990s unique, largely unrestricted recreational opportunities in some of the most scenic and diverse landscapes to be found anywhere. As the population of California grows, the demand for these recreational opportunities will increase. The BLM will continue to solicit the input of California citizens to determine their recreational needs. Emphasis will be placed on coordination with state and federal agencies develop the best ways to meet these needs. The BLM will continue to seek ways to protect recreation sites and nearby natural resources, and to educate the public about the need to preserve these resource values. This outreach effort will take into consideration the needs of the State's increasingly diverse culture, seeking new ways to communicate this important message.

Guarantee access: The public must have access to the public lands, and the BLM will continue a land acquisition and exchange program to guarantee this access. Acquisition and maintenance of easements across adjacent private lands will be sought where necessary.

Ensure the enjoyment of public lands: As the state's population grows, it is also aging and becoming more urbanized. The BLM will strive to keep current with the changing desires of this population, altering its public service practices to meet these needs. The Bureau will ensure that visitors can easily find campgrounds, offices, recreational trails, and other facilities and that the public land values are clearly

interpreted. These will be well maintained and serviced by employees who demonstrate a genuine concern for meeting the needs of these customers.

The needs of the physically challenged will not be overlooked in this drive to provide top quality public service. New offices and recreational facilities will be designed to accommodate these citizens, and where feasible, existing facilities will be remodeled.

Focus on services: BLM offices will continue to be a focal point for a wide variety of public land users, where a customer service ethic will prevail. Permits, applications and requests for information will be handled in a timely, courteous and professional manner. The agency will provide these services in a cost effective method, positioning as many staff people as possible "on the ground" to provide direct public service. The BLM will continue to streamline its internal administrative functions to provide effective public service with a minimal amount of delay.

Develop a balanced approach to land use management: Public lands will continue to provide an economic base for many California communities, and the BLM will work with these communities and resource users to formulate land use plans in the 1990s that will provide for balanced use, sustainability and resource protection. The agency will serve as a full partner in California communities, lending its expertise in rural tourism, economic development and community improvement projects.



Natural Heritage

BLM recognizes our natural and cultural resources in California as finite, fragile, and irreplaceable, with their wide range of public, scientific, and management uses representing a vital and integral part of our nation's heritage. Historic, prehistoric, and paleontological values and additional elements of natural history are all included as part of our national heritage.

California possesses a unique and especially diverse natural history, as reflected in part, by the numerous, distinct plant communities and associated animal populations common to the state. California's diversified topography and exceedingly complex distribution of climates, paleontological and geological history, volcanic and glacial activity, and geologically young coastal ranges comprise the state's complex natural history. These factors have led to many plant and animal communities which are not uniform over their respective ranges.

California has an equally diverse cultural history. Our archaeological record, which dates back between 8,000 and 12,000 years, indicates that indigenous populations inhabiting prehis-

toric California were very diverse. The linguistic and cultural variations are greater than that of any other region of the country. From the Tolowa, Karok and Shasta groups in the north to the Tipai in the south, it is estimated that at least 60 distinct linguistic groups occupied the region. These indigenous populations left a significant record of their existence, including village sites, house remains, hunting sites, rock art, trail systems, and stone tools. Nationally and internationally significant religious sites occur on the public lands, and many special geographical features are keys to each tribe's history and religion.

As demand for continued and new uses of public lands increase, and as private land becomes developed, the elements of our national heritage found on BLM lands in California are increasingly impacted. As a result, cultural, historical, and paleontological resources are being lost at significant rates.

Management Direction

A balance must be achieved between the ever-increasing demands for California's rich natural

resources and maintaining our natural and cultural resources. Achieving this balance is one of the greatest challenges facing all land management agencies. The BLM must ensure its land use decisions will not have inadvertent adverse effects on these important resources. Through extensive interagency coordination, such as MOUs, including "California's Coordinated Regional Strategy to Conserve Biological Diversity," and through comprehensive land use plans, the BLM will ensure the continued presence of a diverse representation of significant historic, prehistoric, cultural, paleontological and natural historic resources.

Protect and stabilize significant biological resources: The BLM will ensure that significant resources are protected through enforcement, stabilization and environmental education programs designed to educate the public about finite, fragile and often irreplaceable nature, as well as the role these resources play in understanding complex biological interrelationships important to the human condition.

Accommodate scientific use: We will strive to accommodate scientific use of cultural resources to the extent such use ensures the preservation of their informational value, for educational and other public purposes, and for future use. The BLM recognizes the need to interpret suitable examples to the general public as they relate to other resource initiatives.

Encourage research and protection of paleontological resources: The BLM encourages research and protection of significant fossil remains for scientific knowledge. The BLM recognizes the need to interpret suitable examples of geological and paleontological resources to the general public in relation to other resources such as minerals, recreation and cultural values. Interpretation includes techniques ranging from guided and self-guided field tour, to displays and information distribution.

Provide access to Native Americans: The BLM recognizes the need to ensure access to Native American religious sites, so that Native Americans continue to have the opportunity to practice traditional religious beliefs without outside interference. Because religious sites may frequently cross agency and local government boundaries, the BLM will actively seek cooperative participation between agencies through MOUs, cooperative agreements, and coordinated management planning to guarantee access to religious sites and provide a mechanism for local planning efforts to address these resources. The BLM will continue to build relationships with Indian tribes to gain a better understanding of their needs and an increased awareness and sensitivity to Native American culture.



Visitor Use

Visitor use of the public lands is sophisticated and complex. Not only is California one of the most biologically diverse places on earth, but it has one of the most culturally diverse populations as well. By the turn of the century, California's population will be represented by a higher percentage of minorities than that of its traditional populations. Understanding the needs and desires of these diverse populations, as well as their unique cultures, will be a great challenge for the Bureau in providing outstanding quality visitor use opportunities. Even more important will be our efforts to provide an efficient service delivery system to ensure the protection of resources, the communication of land use ethics, and the economic assistance to communities. In addition, it will be important to work with the State of California and other agencies to determine how the public can receive the best experience when visiting the public lands. It will be critical to have an overview of the State's needs and then understand how the Bureau can work in partnership with other agencies and groups to fully meet the public's needs and desires.

Management Direction

The BLM will remove obstacles wherever possible to provide the best service to the visitors to public lands. The Bureau will seek partnerships with the State of California and other agencies to remove administrative blockades that reduce the ability of the public to enjoy its public lands. As a part of this effort, the Bureau will look at its role regionally, across agency boundaries, to determine how the public can best be served.

Consider ecosystem management in planning: Social aspects of ecosystem management will be considered in regional planning efforts to ensure that recreational visitor uses are appropriately considered.

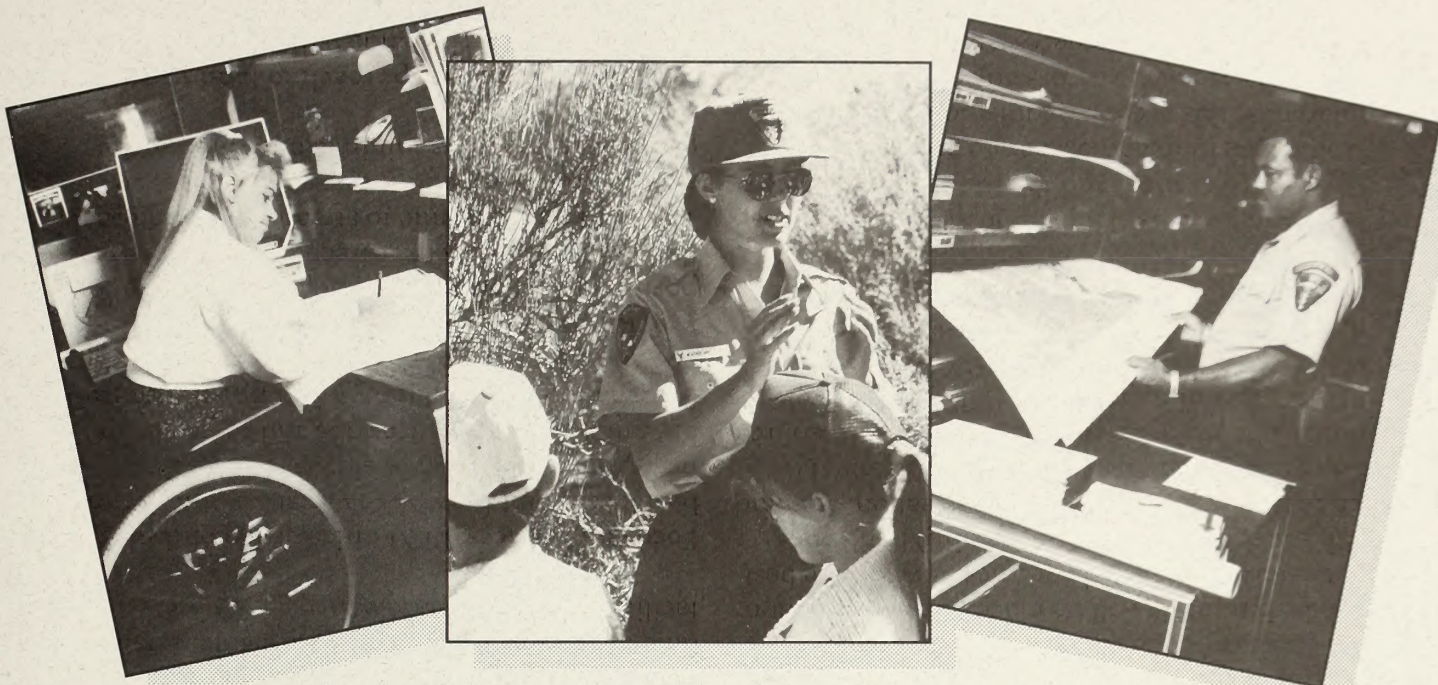
Support rural tourism: The decline of the timber and other industries offers a unique opportunity for rural communities to look at the role of tourism to assist in balancing their economic needs. Tourism, in both foreign and domestic markets, is already the largest industry in the

state. Assisting rural communities by working with them to understand the benefits of public lands from a tourism standpoint will be an important role for the Bureau. Specifically, the Bureau will work in partnership with the State of California and other agencies, both local and federal, to coordinate regional planning efforts which will promote public lands as scenic and unique attractions for visitation. We will encourage private business to provide quality, safe service to the public for the enjoyment of the public lands. Outstanding opportunities abound on public lands for commercial river, jeep and hunting outfitters, concessions for mountain bikes, OHVs and horses, and for other unique ecotourism opportunities.

Develop social and recreation-related research techniques: California's changing cultural diversity will provide a unique challenge to the Bureau in terms of understanding the unique recreational and social needs of the many cultures and how to provide the best services to the population as a whole. Traditional methods of providing public use opportunities and of management may not provide the type of service the people want. The Bureau will seek to provide better services to all of our publics by using research methods to understand the unique needs and desires of our culturally diverse populations, and to institute those findings into our management philosophy.

Be proactive in addressing other critical visitor use opportunities, including:

- Work with the mountain bike community to enhance opportunities on public land for this increasingly popular activity.
- Continue our partnership with state and local governments and private industry to provide quality motorized recreation opportunities. Our emphasis will be to work with the off-highway vehicle community to reduce resource conflicts while maintaining quality experiences and to enhance tourism opportunities through the Bureau's Back Country Byway program.
- Work with our diverse publics and with other agencies to transition into management of wilderness areas; seek user acceptance and instill user ethics through education and "Leave No Trace" ethics.
- Protect resource and social values; emphasis will be placed on using management tools such as "Limits of Acceptable Change," "Leave No Trace," and "Tread Lightly" to assist the public in understanding land use ethics and values.
- Enhance visitor use opportunities for physically limited members of our population; emphasis will be placed on encouraging physically limited populations to participate in our planning efforts, coordinating with organized groups, and encouraging our partners to plan and develop opportunities through facility development, regional planning efforts, and tourism marketing.



Human Resources

BLM recognizes people as our most valuable asset, and the reason for the Bureau's success. As a primary federal resource management agency, we recognize our mission is broader than simply managing activities on public lands. It also includes educating and bringing a rich diversity of people and interests into all of our goals and processes. To complement our role as resource managers, we consistently recognize and appreciate the tremendous support and assistance we receive from a diverse team of volunteers, cooperators, families and friends. Our commitment to the values of teamwork, open communication, employee dedication, mutual trust, and respect have placed us in a position of national leadership in resource management. The challenges of the 1990s will be heavily influenced by a steadily changing work environment, which includes changing public attitudes and expectations.

Management Direction

The recruitment, development, evaluation and recognition of a quality workforce is key to meeting challenges. The BLM is engaged in well planned and coordinated efforts to seek

out employees who can understand and be responsive to an increasingly complex and diverse world, recognizing the need to insure that our workforce be a full reflection of the public.

In developing this team approach, employees must understand the Bureau's goals, programs, processes and priorities within California, so that efforts compliment and support the work of others. Our educational efforts include bringing a wide range of challenging resource management, cultural, and economic issues to our internal workforce and providing for involvement in resolving conflicts and improving products. We are developing forums which will encourage the airing of differences and developing consensus through participative planning and implementation of decisions.

Establish human resource committees: BLM-California has established Human Resource Committees (HRC) to provide for full participation by a broad spectrum of employees. HRCs play an integral and highly visible role in all management processes and seek continual employee evaluation and feedback.

Recruit, retain, and educate a diverse workforce: The BLM actively seeks to attract the highest quality employees to a career in California. Specific activities include targeting outreach to diversified racial and ethnic bases, establishing partnerships with schools, increasing interview and hiring incentives, restructuring hard-to-fill jobs to respond to the changing workforce, developing/utilizing additional disciplines in response to evolving resource management and support needs, and counseling potential employees on career opportunities. In addition, we will continue to educate our existing workforce to appreciate the backgrounds and heritages of others and to gain awareness of the physically/mentally challenged.

Offer employee development opportunities: The BLM has outlined training programs which apply Total Quality Management concepts to agency and program orientation, personal and job evaluations, state-of-the-art skills training and cross-training, and personal development. In addition, employees will participate in the development, evaluation and implementation of work simplification and workplace improvement efforts. New training programs will focus on learning more about the impacts of demographics and political influences on resource management in California.

Increase effectiveness of supervisors: The BLM recognizes the need to develop supervisors and managers capable of providing increased effectiveness and support to a diversified workforce. Individual needs assessments, especially in the areas of personal counseling, conflict management, and Total Quality Management principles, is planned for all existing supervisors and managers. Pre-supervisory training will be offered to interested employees. Through the HRCs and other human resources components, roles, processes, training needs, and all other aspects of supervision affecting employees will be continually reviewed.

Recognize achievements of group performance: In California, the BLM is aiming its

recognition of performance and achievement toward team participation and group contributions and accomplishments. This recognizes that individual work efforts, while significant for their contribution to the whole, are not the ultimate goal of the Agency's mission. This approach will improve employee cooperation and attitudes to provide more responsive interaction with other efforts, offices, agencies, cooperators and the public.

Provide employee and public health and safety: BLM lands in California contain significant natural and man-made hazards to public safety and health. The BLM work regularly requires our employees and volunteers to undertake hazardous activities, such as wild-land fire fighting, on-the-ground research and resource monitoring in harsh, climatic conditions far from normal public areas. We enlist all of our resources in the identification of unhealthy and hazardous conditions, and actively cooperate with other public and private entities in the development of hazard reduction, including hazardous waste cleanup, placing signs (including multi-lingual information and direction) at hazardous sites to control visitation, developing specialized safety measures and procedures to reduce risks, and utilizing state-of-the-art resource condition monitoring capabilities. Both BLM administrative sites and all of the public lands will be inspected regularly to identify and reduce hazardous situations, control public access to dangerous sites, and require compliance or other follow-up measures.

Offer opportunities for public involvement and volunteer assistance: A number of non-employees are also key to achieving our mission. They include both those formally enlisted under the BLM Volunteer Program and members of many cooperating special-interest and public improvement groups. The BLM will continue to seek interesting and productive tasks which can be carried out by these workers and provide a positive forum for their input, cooperation, and support in carrying out programs.

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